



DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT McPHERSON, GEORGIA 30330-1062

REPLY TO
ATTENTION OF

AFLG-PR

6 June 2002

MEMORANDUM FOR ALL FORSCOM DOCS

SUBJECT: Contracting Information Letter (CIL) 02-26, FORSCOM Formal Partnering Program

1. The primary goals of partnering are to promote communications, equitable problem resolution and teamwork between government and industry, thereby improving the quality and success of contracts. Since the fundamentals of partnering were introduced in CIL 99-01, dated 5 Oct 98, the majority of FORSCOM installations have utilized this process. The purpose of this CIL is to reinforce the importance of establishing an effective partnering process, FORSCOM's contracting commitment to the partnering process, and to update procedures for submission of partnering information to this office. The goal is to increase the number of local partnering agreements and planned partnering efforts so that the results and improvements can be shared throughout the command.
2. Though, most FORSCOM installations have used partnering, more information is needed regarding the extent to which partnering arrangements are successful. This feedback will enable the Principal Assistant Responsible for Contracting (PARC) to effectively serve as a conduit of information for Directors of Contracting (DOCs). Periodic reviews are necessary to assess the measurable benefits of the command wide partnering process. Metrics must be established at the onset of partnering, with data collected and analyzed at established intervals or follow-up workshops. Examples of metrics include: on time service/delivery, number of Performance Requirements Summary deductions, percentage of award fee obtained, cost control, quality (number of discrepancy reports), results of periodic surveys (includes morale and team spirit) and results of Past Performance Information Management Surveys (PPIMS). In addition to metric analyses, more feedback is requested concerning individual agreements in order to facilitate information sharing among installations, such as providing a list of qualified facilitators to conduct partnering workshops.
3. To enable the efficient compilation and dissemination of partnering data, the "Partnering Information Report" will be utilized (encl), and replaces the "Status Report/Management Control Checklist". This report is intended to serve as a living document to be started at the onset of partnering, updated during contract performance and at contract completion, and finally to provide after action and lessons learned reports.

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The partnering agreement, performance surveys, etc. should be listed on the cover page and may comprise a large portion of the report. Submission of this report will enable this office to compile information contained in the primary goals of the agreement. The document is set up as a protected form and users may tab from one field to the next. Users may unprotect the document and tailor the report as necessary to include value added information. DOCs are requested to complete a "Partnering Information Report" for each formal partnering agreement issued thus far and submit the information to the POC listed below not later than 31 July 2002.

4. Several changes have been made to the Partnering section of the FORSCOM Contracting web site:

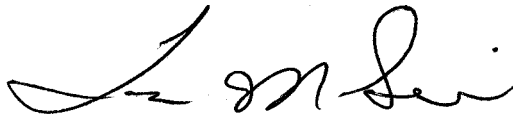
- The "Goal Status" has a newly revised format to capture partnering information for each FORSCOM installation. Quarterly, DOCs are requested to provide updates.
- A link to the US Army Materiel Command "Partnering for Success" guide, which is a valuable introduction to the process, has been added.
- The section entitled "Sample Charter Language" has been changed to "FORSCOM Partnering Agreements". For the benefit of all installations, a complete, signed copy of every agreement issued within FORSCOM will be posted to this website. In order to post to the web, the entire document must be sent electronically and if necessary, provided as a hard copy for scanning.
- The section entitled "Lessons Learned" has been changed to "Partnering Information Report". As ongoing reports are provided to this office, they will be posted to/updated on the website.

5. The PARC is establishing an Overarching Partnering Agreement (OPA) with principal contractors supporting FORSCOM requirements. By executing an OPA, senior management from both government and industry formalize a general commitment to use the partnering process in future contract efforts, with an overall goal of providing high quality supplies and services to support the soldier. Once an OPA is in place between the government and contractor, an individual partnering agreement is adapted and executed on each subsequent award, as appropriate to that contractor. The parties are also motivated to examine ongoing efforts to assess potential contracts that might benefit from the inclusion of partnering. An additional bonus is the opportunity for frank discussions regarding perceptions, ideas and acquisition trends.

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6. Please note that the OPA shall not be used as a tool to release competition-sensitive, source selection or proprietary information, or for the early release of acquisition-related information prior to industry-wide publication.
7. The primary candidates for OPAs are those contractors who have multiple contracts among several FORSCOM installations. To assist the PARC Office in selecting contractors for OPA partnering invitations, DOCs are requested to provide contractor nominees to the below Point of Contact. Please include a brief summary of ongoing contracts and contact information NLT 31 July 2002.
8. For additional information, please contact Ms. Sharon M. Wilbon, DSN 367-7234 or commercial (404) 464-7234, wilbons@forscom.army.mil.



Encl

TONI M. GAINES
Acting Chief, Contracting Division, DCS-G4
Acting Principal Assistant Responsible
for Contracting



Partnering Information Report

Requirement:

Customer:

Contractor:

DOC Point of Contact:

List Attachments:

PART I: ENTERING A PARTNERING AGREEMENT

1. Briefly state the circumstances that led to partnering (e.g. the solicitation contained an invitation to partner).

2. Was a partnering workshop conducted or is one planned? ☐ YES ☐ NO

3. Date(s) of actual/anticipated workshop:

4. Was an outside facilitator utilized (or planned)? ☐ YES ☐ NO
(The use of an independent facilitator is strongly recommended.)

5. Cost of facilitator:

6. Was the cost of partnering (facilitator, accommodations, refreshments, etc.) shared between the Government and industry to increase the "buy in" of both parties? ☐ YES ☐ NO


Comments:

7. Name, address & phone number of facilitator:

8. Would you recommend this facilitator to others? ☐ YES ☐ NO
Comments:

9. Date that partnering agreement was signed or is anticipated:

10. Does the partnering agreement include the following suggested ingredients?

Element	
Partnering Charter (Mission, Goals & Objectives)	
Specific Program Issues & Concerns	

Conflict Escalation Procedure	
Alternative Dispute Resolution Approach	
Measuring Success (Metrics)	
Reinforcement Techniques	
Other	
Other	

NOTE:

* The AMC "Partnering for Success" guide describes and provides examples of each element. Find it at http://www.amc.army.mil/amc/command_counsel_text/partnering-text.html

** In order to share information and samples, the PARC Office requires a complete *signed* copy of all partnering agreements. Please scan and submit electronically. If unable to scan, send a signed hard copy.

9. List the primary goal(s) of the agreement (i.e. deliver on time, stay within contract cost):

10. During the partnering workshop, partners should develop criteria that will be used to measure success and identify needed changes or adjustments. This may include contract performance as well as results of Performance Surveys. List the metrics selected to measure the benefits of the partnering agreement:

11. Comments/observations about the process thus far:

PART II: UTILIZING THE PARTNERING AGREEMENT

1. Conduct follow-up workshops to keep the partnering arrangement on track. To maximize effectiveness, keep the facilitator “in the loop” in between workshops. Follow-ups are particularly important if personnel changes have occurred. Provide summary of follow-ups. Provide comments and/or attach documents as appropriate.

2. Describe problems/obstacles that occurred and how the partners worked together to resolve.

2. Assess Partnering Relationships

a) Periodic surveys will help parties assess the effectiveness of the partnering arrangement, including morale, communication and teamwork.

Were surveys utilized? If so, attach a copy. Were the surveys helpful? What were the survey results?

b) Provide metric analysis based upon the criteria developed at the onset of the partnering process.

3. Were successes celebrated to maintain momentum?

Recognizing achievements will bond participants and solidify the partnering process. Celebrations can involve all partners or be limited to just Government or just contractor personnel.

4. Describe efforts to reinforce the partnering process.

Suggestions:

- **Brief senior management periodically.**
- **Publicize partnering results at staff meetings, commander's calls, in newsletters, etc.**
- **Demonstrate to workforce that the partnering process is worth the time and effort.**

4. Upon contract completion, develop an after-action/lessons learned report (attach). Compare results with goals.